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WHAT'S NEWS

at CIA

May 9, 1994

DCI Issues Memo to CIA Managers on Accountability for Security, CI

The following is an April 28 memorandum from Director Woolsey to all CIA managers regarding management accountability for security and counterintelligence:

1. The Ames espionage case has shocked and saddened all of us who take pride in our contributions as intelligence professionals. The aftermath of the case will be with us for some time. Through the Executive Director, I have tasked a number of actions to review and improve our counterintelligence and security posture. One vital component of that posture, management accountability, will require the active cooperation of every Agency supervisor.

2. Our responsibilities as managers are grounded in the shared obligation of all Agency employees to protect sensitive intelligence sources and methods and to respect the basic principle of need-to-know as we practice our profession. We also have an obligation to care about the stresses and strains that affect

our employees' ability to perform. The Agency has programs (Employee Assistance Program, OMS counseling, grievance procedures) designed to help employees cope with concerns that affect the quality of their work. Such programs, when effectively used, enhance an employee's relationship *(continued on p. 2)*

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DCI Issues Memo...(from p. 1)

with the Agency and reduce the likelihood that CI issues will arise.

3. Our responsibility as managers is to understand changes in employee behavior, to deal with them or to seek help. You may become aware of indicators such as social evidence of substance abuse, concerns about financial matters, and family issues. When such issues raise a concern in your mind, you should involve higher management or the offices that can provide assistance in a review of your concerns. Helping employees deal with problems affecting their performance or suitability is a fundamental part of our responsibility to our people.

4. As the Ames case dramatically illustrates, the possibility that an employee may become vulnerable to a hostile intelligence service remains a real threat. It is essential that every manager be aware of that possibility. Working together to protect our secrets is an essential part of our mission. If changes in a co-worker's behavior, lifestyle, or economic status raise a security concern, we all share a responsibility to report that concern to appropriate authorities.

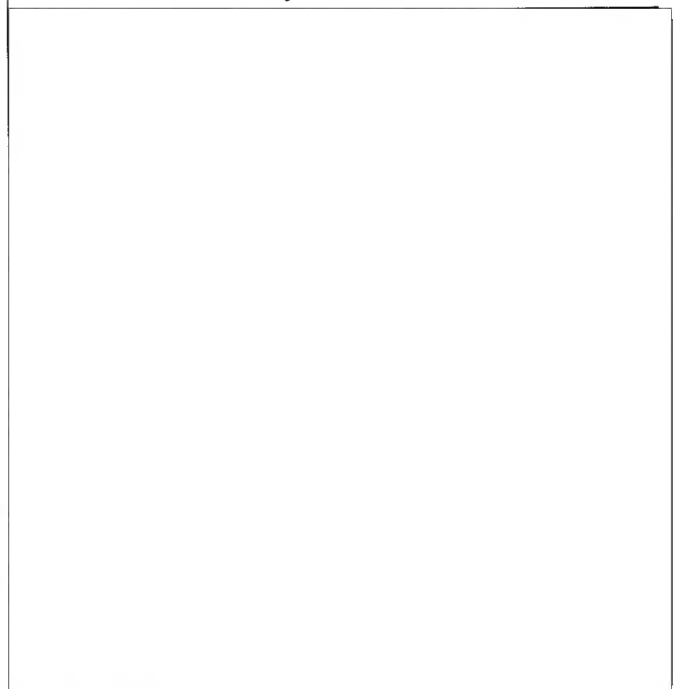
5. The reviews under way will refine our security and counterintelligence procedures, but no procedure will produce improvements unless people make them happen. **I expect every CIA manager to consider the following an integral part of his or her daily professional responsibility.**

- Adhere to the need-to-know principle in the conduct of our business. Reinforce that principle with subordinates.
- Remain alert to concerns of peers and subordinates regarding security and counterintelligence.
- Understand your employees. In particular, be sensitive to workplace and personal stresses that may affect their performance or behavior.
- Recognize that unusual behavior may indicate that an employee requires support.

- Be alert for factors that could be associated with security and counterintelligence vulnerabilities.
- Discuss your concerns about employee behavior with your management to determine appropriate action.
- Share your security and counterintelligence concerns with the appropriate Office of Security or Counterintelligence Center officials early. They have the experience to recognize serious issues and the mechanisms to handle them properly. **I charge each of you with the responsibility of being full partners in helping to resolve these concerns.**

6. In holding you accountable for managerial vigilance in these matters, I must also give you the tools to do the job. An essential ingredient of our commitment is a strengthened CI education program that will include a specially designed module for managers. Once that program is in place, I expect every manager to take advantage of it.

7. For CIA to be effective in the future, we must learn from our experience. Your active support will be essential to the success we must have to meet the challenges before us. ~~(This memorandum is classified SECRET.)~~ ▼



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